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1-18-2011

# Minutes, Crummer Graduate School of Business Faculty Meeting, Monday, January 18, 2011

Crummer Graduate School of Business Faculty  
*Rollins College*

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**Roy E. Crummer Graduate School of Business  
Rollins College  
Faculty Meeting Agenda  
Room 108 – 10:00am**

**January 18, 2011**

**Welcome.....**Craig McAllaster

**Review/Approval of Minutes.....**Craig McAllaster

**Curriculum Committee Update .....**Henrique Correa

- Discussion about ENT 605 becoming a permanent class
- Discussion of an option for MGT 502 to be offered to SMBA's and PMBA's

**Graduate Certificate Program in Entrepreneurship.....**Cari Coats and Mike Bowers

**Budgets.....**Craig McAllaster

- Travel request forms must be turned into Pam to receive reimbursement after travel. Please see your email for a copy of the form.

**Other Business.....**Craig McAllaster

- Strategic Plan
- Provost Search
- Program Issues
- All registrations, additions, or changes to schedules must go through Alice and Francine
- Review of the restructure
- Sam and Ron will present an overview of Management at the Feb meeting.

**Adjournment.....**Craig McAllaster

**Next Faculty Meeting  
February 14, 2011  
1:30 pm  
Room 108**

**Faculty Meeting – Room 108  
Tuesday January 18<sup>th</sup> 2011  
10:00am**

**Crummer Faculty & Staff Present:**

Susan Bach, Lynda Boyce, Pam Clark, Cari Coats, Steve Gauthier, Donald Hale, Margaret Linnane, Cheryl Mall, Craig McAllaster, Erica Sorrell, Mike Bowers, Sam Certo, Mary Conway Dato-on, Henrique Correa, Ralph Drtina, Jim Gilbert, Robin Grieves, Bill Grimm, Jim Johnson, Mark Johnston, Allen Kupetz, Greg Marshall, Kyle Meyer, Ron Piccolo, Bob Prescott, Jane Reimers, Clay Singleton, Keith Whittingham

**Welcome**.....Craig McAllaster

**Approval of Minutes** .....Craig McAllaster

**Curriculum Committee Update**.....Henrique Correa

- Positive votes were cast on the following: ENT 605 , Topics in Entrepreneurship to become a permanent class, Offer MGT 502 to be offered to the SMBA and PMBA Classes
- Look at keeping Teams through Term V.
- Please see attached files for details on the class changes.

**Graduate Certificate Program in Entrepreneurship**.....Mike Bowers and Cari Coats

- Target Launch date of April 8
- Partner with Exec Ed.
- Instruction would be a combination of Faculty and Entrepreneurship speakers for lectures.
- Must apply to program, not just sign up.
- The faculty requested a report in the fall to see how the program ran to determine future programs.

**Program Issues** .....Craig McAllaster

- Due to 6 deferrals during the holidays the SMBA program will be started in April. A Strategic review Committee has been formed to address the following 5 concerns identified as reasons for a drop in enrolment.
  1. The time it takes to complete the program
  2. High unemployment rate
  3. Debt concerns
  4. Companies restricted or no support for tuition
  5. Online MBA competition

Committee will consist of Craig McAllaster, Steve Gauthier, Jackie Brito, Allen Kupetz, Jule Gassenheimer, Jim Johnson, Ron Piccolo, Ralph Drtina, Mark Johnston, and Halil Kiymaz.

Other Business:

- The Provost search continues with Jackie Brito and Mary Conway Dato-on representing Crummer on the search committee. The finalist will be interviewed in the coming weeks. Forums will be available to attend to meet the candidates.
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**Adjournment**.....Craig McAllaster

**Next Faculty Meeting Tuesday February 15<sup>th</sup>**

**Room 108**

**1:30pm – 3:00pm**

## **EAMBA: Fall Enrollees**

### Pre-First term

MBA 501- Management Analysis (3)

### First term

ACCT 501 – Financial Accounting (3)

ECO 503 – Economics for Managers (3)

MGT 501 – Organizational Behavior (3)

QBA 501 – Quantitative Business Analysis (3)

### First term part A

MBA 503 – Legal, Ethical & Social Issues (1.5)

MGT 502 – Introduction to Strategy (1.5)

### First term part B

MBA 504 – Career Management (Part 1 -1 credit)

MBA 505 – Leadership & Communication (Part 1 -1 credit)

### Second term

ACCT 502 – Managerial Accounting (3)

FIN 501 – Financial Management (3)

INTL 501 – Business in the Global Environment (3)

INTL 605 – GRASP (3)

MKT 501 – Marketing Management (3)

POM 503 – Operations Management (3)

### Third term

Electives

### Fourth term

Electives

### Fourth term part A

MGT 615 Business Policy (1.5)

### Fourth term part B

MBA 504 – Career Management (Part 2 - .5 credit)

MBA 505 – Leadership and Communication (Part 2 - .5 credit)

**PMBA: Current**Pre-First term

MBA 501- Management Analysis

Term 1

QBA 501 – Quantitative Business Analysis

MGT 501 – Organizational Behavior

MBA 503-Legal, Ethical & Social Issues (2)

Term 2

ECO 503 – Economics for Managers

ACCT 501 – Financial Accounting

Term 3

MKT 501 – Marketing Management

ACCT 502 – Managerial Accounting

Term 4

FIN 501 – Financial Management

INT 501 – Bus. in the Global Environment

Term 5

OM 503 – Operations Management

Elective

Terms 6

Elective

Elective

Term 7

Elective

Elective

Term 8

MGT 612 Management Policy

Elective

**Proposed Change**Pre-First term

MBA 501- Management Analysis

Term 1

QBA 501 – Quantitative Business Analysis

MBA 503-Legal, Ethical & Social Issues (1.5)

MGT 502 Introduction to Strategy (1.5)

Term 2

MGT 501 – Organizational Behavior

ACCT 501 – Financial Accounting

Term 3

ECO 503 – Economics for Managers

ACCT 502 – Managerial Accounting

Term 4

FIN 501 – Financial Management

MKT 501 – Marketing Management

Term 5

OM 503 – Operations Management

INT 501 – Bus. in the Global Environment

Terms 6

Elective

Elective

Term 7

Elective

Elective

Term 8

MGT 612 Management Policy

Elective

**SMBA: Current**Pre-First term

MBA 501- Management Analysis

Term I

QBA 501 Quantitative Business Analysis

MGT 501 Organizational Behavior

MBA 503-Legal, Ethical & Social Issues

Term II

ACCT 501 Financial Accounting

ECO 503 Economics for Managers

Term III

ACCT 502 Managerial Accounting

MKT 501 Marketing Management

Term IV

FIN 501 Financial Management

INTL 501 Business in a Global Environment

Term V

OM 503 Operations Management

Elective

Term VI

Advanced Course

Advanced Course

Term VII

Advanced Course

Advanced Course

Term VIII

MGT 612 Management Policy

INTL 605 GRASP

**Proposed Change**Pre-First term

MBA 501- Management Analysis

Term I

QBA 501 Quantitative Business Analysis

MBA 503-Legal, Ethical & Social Issues (1.5)

MGT 502 Introduction to Strategy (1.5)

Term II

ACCT 501 Financial Accounting

MGT 501 Organizational Behavior

Term III

ACCT 502 Managerial Accounting

ECO 503 Economics for Managers

Term IV

FIN 501 Financial Management

MKT 501 Marketing Management

Term V

OM 503 Operations Management

INTL 501 Business in a Global Environment

Term VI

Advanced Course

Advanced Course

Term VII

Advanced Course

Advanced Course

Term VIII

MGT 612 Management Policy

INTL 605 GRASP

## P - MBA Program - ENT 605 Topics in Entrepreneurship

**Starting Point**  
**Introduction to Entrepreneurship**

### Blocks

<b>Fall 2008 - Marketing</b>	<b>Spring 2009 - Funding</b>	<b>Summer 2009 - Growing Your Business</b>
Entrepreneurial Marketing	Valuations and Term Sheets	Real Estate for the Entrepreneur
Market Development	Entrepreneurial Finance	Strategic Planning for Entrepreneurs
Developing the Marketing Plan	Early Stage Capital	Entrepreneurial Management
Market Research for Entrepreneurs	Pitching the Plan	Going Global

<b>Fall 2009 - Legal/Accounting</b>	<b>Spring 2010 - HR</b>	<b>Summer 2010 - Exit Strategies</b>
Legal Structures	HR for the Entrepreneurial Venture	Selling Your Business
IP	Leadership in Start-Up Ventures	Valuing the Entrepreneurial Business
Understanding How Taxes Impact Your Business	Forming the Team	ESOPS & Other Legal Issues in Selling Your Business
Accounting for Entrepreneurs	Ethics	Buying a Business

NOTE: Each seminar is three hours in length



## P - MBA Program - ENT 605 Topics in Entrepreneurship

### **\*\* Starting Point**

**Introduction to Entrepreneurship**

### **Blocks**

#### **Fall 2010\*\* - Marketing**

#### **Spring 2010\*\* - Funding**

#### **Summer 2009 - Growing Your Business**

Marketing Within an ENT Venture-Allan Chernoff		Field Trip - Engineering and Computer Simulation/Waymon Armstrong
Selling Within an ENT Venture-Ken Merbler		Field Trip - Full Sail/Ed Haddock
Field Trip - Massey Services/Harvey Massey		

#### **Fall 2009\*\* - Legal/Accounting**

#### **Spring 2010\*\* - HR**

#### **Summer 2010 - Exit Strategies**

Legal Structures/Issues Within an ENT Venture-Bill Grimm	Field Trip - Smart City/Marty Rubin	Valuing and Selling Your Business-Bob Stern
Accounting for Entrepreneurs-Jane Reimers	Ethics and Leadership Within an ENT Venture	Buying a Business and Franchising-Jackie Ossin and Norman Bowen
	Bill Grimm and Ron Piccolo	

NOTE: Each seminar is three hours in length



# Applied Entrepreneurship - ENT 605

## Fall 2009

### Bill Grimm - Legal Issues

Facilitator / Instructor

	Overall Quality of Instruction	Mastery of Subject	Willingness to involve participants in discussions	Ability to hold your attention
1	1	5	2	1
2	4	5	4	3
3	4	5	4	4
4	3	4	3	2
5	5	5	5	5
6	4	5	4	3
7	3	4	2	3
8	5	5	5	5
9	2	4	2	1
10	3	5	3	3
11	4	5	3	4
12	4	4	4	4
13	4	5	4	4
14	3	5	4	3
15	5	5	5	5
16	4	4	3	3
17	2	5	2	1
18	4	4	4	4
19	5	5	5	5
20				
<b>Total</b>	<b>69</b>	<b>89</b>	<b>68</b>	<b>63</b>
<b>Average</b>	<b>3.6</b>	<b>4.7</b>	<b>3.6</b>	<b>3.3</b>

<b>Legend</b>
5 Excellent
4 Good
3 Average
2 Fair
1 Poor

# Applied Entrepreneurship - ENT 605

## Fall 2009

### Dr. Michael Bowers - Introductory Session

Facilitator / Instructor

Thursday, October 28th

	Overall Quality of Instruction	Mastery of Subject	Willingness to involve participants in discussions	Ability to hold your attention
1	5	5	5	5
2	4	4	4	4
3	3	4	4	4
4	5	5	5	5
5	4	4	4	5
6	4	4	4	4
7	5	5	5	5
8	4	4	4	4
9	4	5	5	5
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

Legend	
5	Excellent
4	Good
3	Average
2	Fair
1	Poor

<b>Total</b>	<b>38</b>	<b>40</b>	<b>40</b>	<b>41</b>
<b>Average</b>	<b>4.2</b>	<b>4.4</b>	<b>4.4</b>	<b>4.6</b>

# Applied Entrepreneurship - ENT 605

## Summer 2010

### Buying A Business - Jackie Ossin and Norman Bowen

Facilitator / Instructor

Thursday, October 28th

	Overall Quality of Instruction	Mastery of Subject	Willingness to involve participants in discussions	Ability to hold your attention
1	4	5	4	4
2	4	4	4	4
3	5	5	5	5
4	5	5	5	5
5	5	5	5	5
6	5	5	5	5
7	4	4	4	4
8	2	2	2	2
9	5	5	5	5
10	4	4	4	4
11	4	4	4	4
12	5	5	5	5
13	5	5	5	5
14	3	4	3	2
15	4	5	5	4
16	2	2	2	1
17	5	5	5	5
18	4	4	5	4
19	5	5	5	5
20	4	4	5	4
21	2	4	3	1
22	4	5	4	4
23	4	4	3	4
24	5	5	5	5
25	5	5	5	5
26	5	5	3	3
27	3	3	4	4
28	4	4	4	5
29	1	3	1	1
30	4	4	4	2
31	3	4	4	4
32	4	4	5	4
<b>Total</b>	<b>128</b>	<b>137</b>	<b>132</b>	<b>124</b>
<b>Average</b>	<b>4.0</b>	<b>4.3</b>	<b>4.1</b>	<b>3.9</b>

<b>Legend</b>
5 Excellent
4 Good
3 Average
2 Fair
1 Poor

**ENT 605 Topics in Entrepreneurship**  
Roy E. Crummer Graduate School of Business  
Rollins College

**Contact Information & Office Locations/Hours**

Cari Coats, Executive Director  
Center for Advanced Entrepreneurship  
ccoats@rollins.edu  
Phone: 407-646-2067  
Office: Crummer Hall 317  
Office Hours: By appointment

**Course Description**

This course, which will compliment and expand on the topics considered in ENT 601, will examine a wide variety of subjects in the area of entrepreneurship. The class will be divided into six thematic blocks, which are:

1. Marketing
2. HR
3. Legal/Accounting
4. Growing Your Business
5. Funding the Business
6. Exit Strategies

One theme will be offered each semester. Each block will have up to ~~three~~ four related seminars conducted during project week for each semester, with each seminar being three hours in length. Students will be required to participate in at least two of the seminars offered in each term. In the first term, there is a mandatory Introduction session of three hours that all students are required to take in addition to one other themed seminars for a minimum total of two seminars.

**Required Text**

There will be no required text although supplemental reading will be provided.

**Course Objectives**

1. Examine the process of recognizing and capitalizing on opportunity.
2. Consider a variety of topics included in starting, growing and selling an entrepreneurial venture.
3. Consider the aspects of managing, marketing and operating an entrepreneurial business.
4. Find enrichment through case studies, supplemental information on entrepreneurial enterprises and presentations by guest entrepreneurs.

**General Policies**

Student attendance and participation in each class is expected. There is no provision for make-up work. ~~When guest entrepreneurs are present, laptops will be placed face down.~~ All phones and pagers must be placed on "silent."

**Deliverables**

At the conclusion of each thematic block, the students will be required to turn in a paper that will describe and apply ~~your lessons-learned~~ in the two chosen seminars. A total of six themed papers will be completed. This paper should not be a review or an overview of the classes taught in that block. Rather, the students should consider the material, and then provide specific actionable recommendations that they would apply in launching their own business or in providing consultative advice to a friend or client who is considering the launch of a business.

Papers should be ~~no less than approximately 3-4 pages and in length. The papers must no more than exceed~~ five total pages in length; ~~(double spaced with one inch margins).~~ Students should consider these papers as

“chapters” in a handbook on launching, growing and managing an entrepreneurial business. Grammar is a consideration factored into the grade on the paper. Students should be sure to put their name at the top of the first page.

Upon completion of ~~five of~~ the six blocks students will prepare a comprehensive paper which integrates functional business tools and theory into the ~~practical~~~~common~~ entrepreneurial ~~learning~~ ~~essons~~ ~~learned~~ from the seminars. The comprehensive papers should synthesize the ~~learning~~ ~~ssons~~ contained in the earlier work and not be a simple “cut & paste” of the previous papers. Papers should be approximately 15-20 pages in length; ~~-(double spaced with one inch margins). The paper must not exceed 20 total pages in length.~~ Again, remember that we are not looking for just a review or overview of the previous block papers. The final project should be a handbook on creating, ~~and~~growing and managing an entrepreneurial business.

#### **Grading**

Term 1 Paper	10%
Term 2 Paper	10%
Term 3 Paper	10%
Term 4 Paper	10%
Term 5 Paper	10%
Term 6 Paper	10%
Final Paper	25%
Class Participation	15%
Total	100%

#### **Grading Scale**

A	93 to 100	Indicates outstanding work...something someone would pay for
A-	90 to 92	Excellent work...superior to the expectations of a graduate student
B+	87 to 89	Good work...slightly above expectations of a graduate student
B	83 to 86	Acceptable work...at expectation level for a graduate student
C+	77 to 79	Below the quality expected of a graduate student

#### **Potential Seminar Topics:**

##### **Starting Point Seminar**

###### *Introduction to Entrepreneurship*

This three-hour seminar will be focused on introducing the students to the concepts of Entrepreneurship. The seminar is not a replacement for ENT 601. The seminar will provide students an overview of the topics that will be considered over the next six blocks.

##### **Marketing Block**

###### *Entrepreneurial Marketing*

Students will learn the latest techniques involved in taking a new business or service concept to market. Included is an analysis of how products differ, product lifecycle issues, consumer behavior issues, promotion of new concepts, and issues regarding implementation of the marketing solutions related to new ventures.

###### *Market Development*

This deals with the issues an entrepreneur might face during the launch phase of their new venture and/or new product. The focus will be to teach students to understand what questions have to be answered to turn products and ideas into sales and revenue.

###### *Developing the Marketing Plan*

This considers why a marketing plan is crucial for the success of the entrepreneurial company, what's included and how the plan should be formulated and executed.

#### *Market Research for Entrepreneurs*

Entrepreneurial ventures typically have little money for market research. This will help students understand the importance of identifying their true customer, their competition, and finding ways to complete research in an effective, yet inexpensive manner.

#### *Selling Yourself and Your Business*

Selling for an entrepreneurial venture, especially in the early stages, is all about the entrepreneur. Whether it's selling potential investors or selling your product or service, the entrepreneur must understand how to sell themselves and their business.

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#### **Funding Block**

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#### *Valuations and Term Sheets*

The will focus on helping students understand more completely the art and science included in the valuation of start-up companies. In particular, the students will work through the valuation of a venture, as well as a consideration of the term sheet that might be offered by an early stage investor.

#### *Entrepreneurial Finance*

This provides an overview of the topics considered in our ENT 602 class. In particular, it would consider topics related to assessing the timing and amount of financial needs, when should it be raised and from whom, and what is a reasonable valuation of the company.

#### *Early Stage Capital*

This introduces students to early stage capital sourcing. The class could include a variety of guest speakers such as angel investors, entrepreneurs and other professionals.

#### *Pitching the Plan*

This will help students to understand the difference between the business plan and the business pitch. The students will hear portions of "pitches" and study the framework of what is included in a successful 12 minute presentation.

#### **Growing Your Business Block**

#### ~~*Real Estate for the Entrepreneur*~~

~~This will consider topics critical to the success of any new venture including location, site selection issues, as well as the negotiation of real estate leases and purchases. This will also cover general principles of real estate development and real estate financing.~~

#### *Strategic Planning for Entrepreneurs*

This will help students learn how to use tools and frameworks to create, implement, and update a strategic plan to guide an entrepreneurial organization.

#### *Entrepreneurial Management*

The management of an entrepreneurial company is different from managing a Fortune 100 business. This will address the unique characteristics of small businesses. These could include limited resources, family participation, and other topics particular to this type of company. Other topics might include effects of changing technology and globalization on small business, pricing models, and other ways for small business to identify and exploit weaknesses of larger, better financed competitors.

#### *Going Global*



The will examine how entrepreneurial businesses can use the global marketplace to their advantage. Possible topics are exporting, importing as well as how the United States government can assist them in their effort to go global.

### **Legal and Accounting Block**

#### *Legal Structures*

This will consider the choice of business form, legal aspects of raising capital, contract law and legal aspects of the exit strategy.

#### *Intellectual Property*

This will focus on the various approaches to protection of intellectual property rights including patent filings, copyrights, trademarks and trade secrets. Also considered is the importance/relevance of intellectual property protection for today's entrepreneurial venture.

#### *Understanding How Taxes Impact Your Business*

Even at a start-up stage, tax planning is important to the business. This seminar will consider how the entrepreneur should consider taxes both on a personal and corporate level and how they should be considered as the venture grows.

#### *Accounting for Entrepreneurs*

This will help students understand how a thorough knowledge of accounting can help their business to grow. In particular, topics to be addressed could include tearing apart your financials, using your controller to help you guide the growth of the company and developing the financial dashboard.

### **HR Block**

#### *HR for the Entrepreneurial Venture*

Since the entrepreneurial company will probably lack the financial resources to staff this function, it's important that the founder understand how HR will be performed through the growth stages of the venture. This will help students understand how the HR function works within an entrepreneurial enterprise.

#### *Leadership in Start-Up and Growth Ventures*

This seminar will help students understand that much of the growth of an entrepreneurial company will come from the leadership of the founding team. In particular, the course work could include an overview of key leadership principles for creating strategies and managing teams when launching new ventures.

#### *Forming the Team*

When new ventures fail, it is often times because the wrong team was assembled to run the company. This seminar will consider how the founders will need to assess their own interests and capabilities, and how to match those to the needs of the new organization.

#### *Ethics*

While the business press has been primarily concerned with ethical failings of large corporations, the new venture must also consider ethical issues. This seminar will consider ethical challenges for the entrepreneur which would include dealing ethically with your employees, vendors, and investors.

### **Exit Strategies Block**

#### *Selling Your Business*

Most entrepreneurs at some point want to sell their business. This will give students a clear idea of what's involved in selling a business, how long it takes to prepare the business for sale, and what vehicles are the most likely to use in executing that sale.

#### *Valuing the Entrepreneurial Business*

Most entrepreneurs typically overstate the value of their business. This seminar will help students to understand the true value of their business prior to beginning the sale process.

*ESOPS and Other Legal Issues in Selling Your Business*

This will consider the legal issues involved in selling a business. This would include ESOPS, IPO's, and Mergers and Acquisitions.

*Buying a Business*

After selling their business, many entrepreneurs then buy another business. As such, a class on Buying a Business is a natural complement to the block on Selling a Business. Topics to be considered include Developing an Acquisition Strategy, Valuation Techniques, and Due Diligence.

**Additional Resources:**

**Books:**

*The Art of the Start*, Guy Kawasaki, Penguin Group Publishing USA, 2004

*Business Plans that Win \$\$\$- Lessons from the MIT Enterprise Forum*, Stanley Rich and David Gumpert, Harper and Row, 1987

*Buying Your Own Business*, Russell Robb, Adams Media Corporation, ~~1995~~, 1995

*Start Up Nation: Open for Business*, Jeff and Rich Sloan, Doubleday, 2005

*No Man's Land*, Doug Tatum, Penguin Group Publishing USA, 2007

**Publications:**

Entrepreneur Magazine

Business Week

Financial Times

Fortune & Fortune Small Business

The Economist

The New York Times

Wall Street Journal

Fast Company

Inc. Magazine

**Web sites:**

<http://money.cnn.com/magazines/fsb/>

<http://www.entrepreneur.com/>

<http://www.startupnation.com/index.asp>

<http://www.thefunded.com/>

**Crummer Curriculum Committee**  
**Supporting material for the Faculty meeting**  
**Tuesday January 18, 2011**

- I. A discussion of MGT502 to be possibly offered to S and PMBAs
- Currently, MGT502 (Introduction to Strategy) is only taught to our EA-MBA students, in the first term of their programs. The Curriculum Committee had asked Faculty members in the last Faculty meeting if they would like the Curriculum Committee to explore options to also teach the MGT502 content to our SMBA's and PMBA's (also in the beginning of their programs). Given the positive response from Faculty members, Associate Dean Gauthier has lead an initiative with the objective of coming up with a feasible alternative to have the MGT502 content taught to our PMBA's and SMBA's in the beginning of their programs. He involved a number of Curriculum Committee members, including Director Alice Argeros, Dr. Correa, Assistant Dean Jackie Brito and also Dr. Marshall and Dr. Johnston (who have respectively taught MGT502 and MBA503 for quite a while) in the initiative and came up with a feasible alternative that in general terms would involve:
1. Starting to offer PMBA's and SMBA's the MGT502 class (1.5 credits) "paired with" (but not necessarily in immediate sequence) MBA503 (Legal, Ethical & Social Issues) in the beginning of their programs;
  2. MBA503 would have its load reduced from 2 credits to 1.5 credits;
  3. PMBA's would now choose 5 electives instead of 6;
  4. SMBA's would now take 4 advanced courses instead of 5;
  5. MGT612 (Management Policy) would remain exactly as it is today – a capstone course, since the Curriculum Committee considered that its content would not have significant overlap with MGT502.

The proposed change gives a better defined position to MBA503 in both programs' curricula and would also allow for a better and more rational pairing of classes to be taught in parallel in both (P and SMBA) programs.

After discussion and vote, the Curriculum Committee approved a motion that this proposal is taken for the consideration of Faculty members in the next Faculty meeting (on January 18, 2011).

## **Fact Sheet on MGT 502 (Introduction to Strategy)/MBA 503 (Legal, Ethical, and Social Issues in Business)**

### **MGT 502**

MGT 502 is offered during the first six weeks of every entering EAMBA cohort's first semester. The course is well-summarized in this excerpt from the course syllabus:

*This course is designed to introduce students to the concepts and applications of strategy and to examine the relationship of corporate and business level strategies to the various functional and process strategies within a firm. The course builds on the orientation program and provides a framework for the students to connect the content they receive in their functional area courses and tools courses during the remainder of their program.*

Over the years we have received numerous comments from the EAMBA students well into their program of studies about how useful this course was at the beginning, and in particular how it allowed them to make better sense of the MBA core courses because they had a context within which to understand the value of and reason for each course's content. In addition, we've already heard from faculty that they appreciate students' coming into their core courses better prepared with an understanding of some basic business terminology and frameworks, which MGT 502 delivers. It is reasonable to assume that PMBAs and SMBAs would experience the same educational benefits from having the course during their first term, and also that faculty in the part-time programs' core courses would benefit from those students' knowledge gained in MGT 502.

### **MBA 503**

MBA 503 is offered during the first six weeks of every entering EAMBA cohort's first semester. As presented in the course description:

*This course provides legal, ethical, and social components to business management education. Utilizing an interdisciplinary approach, the course explores the roles of government, the legal system, philosophical ethics, and society in governing business activity in a global context.*

*The legal component examines constitutional law, statutory law, case law, and administrative rules that regulate business and that are relevant to the graduate business student's decision-making process; it examines their practical application in a modern, global, business environment.*

*The ethics component, a focus of the course, studies the role of individual and corporate responsibility in business. Students will begin to define and implement an ethical approach to business that will govern activities of the firm. This course will demonstrate the financial and moral value of an effective ethics program to a company.*

*The social responsibility component investigates the role of the business enterprise as a living and contributing member of society and the community. Social responsibility will be demonstrated to be a tool to promote corporate citizenship and goodwill in the community. The financial benefits of social initiatives will also be explored.*

This is a foundation course that provides a framework for students to evaluate the legal, ethical, and socially responsible elements of their Crummer learning experience. Student feedback has been very positive even among PMBA/SMBA/CMBA students who have to take the course outside of normal class schedules. Typical student comments include:

*I really liked the ethics part of it. It opened my eyes more and made me more aware of ethics. Every time I'm uncertain about what information should be included, I now regularly ask myself whether I'm doing the right thing and if it is the ethical thing to do.*

**Proposal**

The question becomes how to best logistically deliver MGT 502 to those part-time programs within the context of the first term, since MGT 502 is a half-semester credit course. As it so happens, there is an opportunity to solve that dilemma and at the same time correct a pedagogical challenge currently experienced within these part-time programs by the MBA 503 course (Legal, Ethical, and Social Issues in Business). At present, MBA 503, which is also a half-semester credit course, is offered to the PMBAs and SMBAs in various combinations of short bursts combining evenings and weekends. This sometimes conflicts in workload with other courses and it creates real challenges in course delivery. In contrast, over the years with the EAMBA the MBA 503 course has been paired with MGT 502 to round out a full semester course equivalency.

We propose to emulate the EAMBA pattern of MGT 502/MBA 503 with the PMBAs and SMBAs. There are strong benefits and seemingly no downsides. This change does not necessitate any change to the part-time programs' capstone course (MGT 612, Management Policy).

# Rollins College

Roy E. Crummer Graduate School of Business

## PROGRAM OF STUDY for the Professional MBA Program

SMBA 7 – Spring 2011

Name: \_\_\_\_\_ R-number: \_\_\_\_\_

Previous College: \_\_\_\_\_ Major: \_\_\_\_\_

### **BUSINESS CONCEPTS (two intensives = 4.5 credits)**

MBA 501 Management Analysis (3 credits)

MBA 503 Legal, Ethical, and Social Issues of Business (1.5 credits)

### **REQUIRED CORE COURSES (9 three-credit courses = 27 credits)**

ACCT 501 Financial Accounting

MGT 501 Organizational Behavior

ACCT 502 Managerial Accounting

MKT 501 Marketing Management

ECO 503 Economics for Managers

QBA 501 Quantitative Business Analysis

FIN 501 Financial Management

POM 503 Operations Management

INTL 501 Business in the Global Environment

### **ADVANCED COURSES (4 three-credit courses = 12 credits)**

*Advanced courses will be selected by the Crummer School administration and faculty.*

1. \_\_\_\_\_ 3. \_\_\_\_\_

2. \_\_\_\_\_ 4. \_\_\_\_\_

### **INTEGRATING COURSES (3 courses = 7.5 credits)**

INTL 605 Global Research and Study Project (GRASP) (3 credits)

MGT 502 Introduction to Strategy (1.5 credits)

MGT 612 Management Policy (3 credits)

**Total Credits to Complete Degree = 51**

CHANGES IN THIS PROGRAM ARE PERMITTED ONLY IF MADE BY PROGRAM DIRECTOR THROUGH THE OFFICE OF THE DEAN.

Approved by  Program Terminates: \_\_\_\_\_

*\*Your program of study, if not complete, will expire after 6 academic years.*

Signature of Student \_\_\_\_\_ Date \_\_\_\_\_

# Rollins College

Roy E. Crummer Graduate School of Business

## PROGRAM OF STUDY for the Professional MBA Program

PMBA 45 - Fall 2011

Name: \_\_\_\_\_ R-number: \_\_\_\_\_

Previous College: \_\_\_\_\_ Major: \_\_\_\_\_

### BUSINESS CONCEPTS (two intensives = 4.5 credits)

MBA 501 Management Analysis (3 credits)

MBA 503 Legal, Ethical, and Social Issues of Business (1.5 credits)

### REQUIRED CORE COURSES (9 three-credit courses = 27 credits)

ACCT 501 Financial Accounting

MGT 501 Organizational Behavior

ACCT 502 Managerial Accounting

MKT 501 Marketing Management

ECO 503 Economics for Managers

QBA 501 Quantitative Business Analysis

FIN 501 Financial Management

POM 503 Operations Management

INTL 501 Business in the Global Environment

### ELECTIVES (5 three-credit courses = 15 credits)

*A maximum of three courses (9 elective credits) in any one academic area is allowed. You are required to take at least one International (INTL course prefix) elective – travel is not required. A maximum of two electives which include travel is allowed.*

*When applying elective credits toward an INTL concentration, only one global consulting project (INTL 604) may be applied - at least one of the three courses must be classroom based. . Concentrations are offered in: Entrepreneurship, Finance, International Business, Operations and Technology Mgmt., Management, and Marketing, however concentrations are not required.*

1. \_\_\_\_\_ 4. \_\_\_\_\_

2. \_\_\_\_\_ 5. \_\_\_\_\_

3. \_\_\_\_\_

### INTEGRATING COURSES (2 course = 4.5 credits)

MGT 502 Introduction to Strategy (1.5 credits)

MGT 612 Management Policy (3 credits)

### Total Credits to Complete Degree = 51

CHANGES IN THIS PROGRAM ARE PERMITTED ONLY IF MADE BY PROGRAM DIRECTOR THROUGH THE OFFICE OF THE DEAN.

Approved by  Program Terminates: \_\_\_\_\_

*\*Your program of study, if not complete, will expire after 6 academic years.*

Signature of Student \_\_\_\_\_ Date \_\_\_\_\_